

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Command Philosophy

1. We are America's Army...in Alaska...part of an Army whose mission is to fight and win our nation's wars. I trust all of us to do our jobs...to the best of our ability. I know each and every one of us wants to be a winner...part of a winning team.... a team of professionals who care about their *teammates* comprised of soldiers, civilians, retirees, and families. Wherever we serve, whatever we do... we are proudly America's Arctic Warriors!

2. **Command Responsibilities:** There are two: **Accomplishment of the mission and welfare of soldiers, civilians, and families.** To do this, the command's focus must be...

Capable, confident leaders...trained and ready soldiers, units and organizations...selfless dedication to the well-being of our soldiers, our DA civilians, and our families.

Make no mistake...both responsibilities of mission and welfare are equally critical; they are not in competition with each other. Importantly, we foremost will be able to accomplish the mission; however, all must believe that we **WILL** take care of our soldiers, civilians, and families.

3. **Command Core Competencies:** We will execute the mission by mastering these core competencies whose foundation is the Army Values:

a. *Leader Development* - This will be the command's *main effort*. We will develop caring yet demanding leaders who know how to do their jobs and who take care of their people and their families. Leaders will know, teach, and enforce standards. Standards are key to leader development. Standards will resonate in individual and collective training...in every work place throughout the command. These standards will be reflected in our conduct...in everything we do. I expect the NCOs to "live and breathe" the NCO creed...teaching *all* what right looks like and being the "backbone" of the command. In addition, I expect the NCO Corps to mentor emerging junior enlisted leaders as well as junior officers. Mentoring is not just an officer-to-officer program. Leaders will be proficient in risk management, the AAR process, and the 8-step training model. Importantly, we'll get our leaders, uniform and civilian, to the professional development schools on time. Leader development will be our legacy and will be the starting point for tactically proficient soldiers and units and effective installation organizations. **This is how I will measure the command's performance.**

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b. *Tactical Proficiency in Individuals and Units* - Tactical units and soldiers will be trained and ready to fight and win on the battlefield. Standards are also the key to tactical proficiency. These are the same standards that we leaders must know, teach, and enforce. Leaders must train to the standard and assess performance against those same standards...all must know what it will take to make an individual or a unit proficient and what to do when standards are not met. This is what professional leaders do. Additionally, we'll focus our training on battalion level and below. We'll build tactically proficient individuals into tactically proficient teams, squads and platoons that fight as companies in our battalion formations. The NCO Corps is responsible for the success of individual, team, and squad training. This is what Sergeant's Time is all about...make it happen.

c. *Deployable Units and Ready Families* - Our soldiers will be mentally and physically prepared to deploy. Our units will be capable of deploying from our installations and executing missions as directed...leaders will ensure this. Our soldiers' families equally will be prepared for their service members' deployment...again, leaders are responsible for family readiness. And, as importantly, our military and civilian organizations and facilities, designated to "push out" the deploying unit, will meet the standard. A team effort is required to meet this critical METL task within the time standard.

d. *Customer Service* - Our service-oriented organizations and staffs will excel at customer satisfaction and well-being. Quality service will be measured against standards. Where we do not have standards for quality service, we must develop them.

e. *Community Well-Being* - Our military and civilian work forces and families will enjoy a quality environment in which to serve, train, and live. Respect for others (one of our seven Army values) - our *teammates* - is at the center of everything we do. Winning teams are composed of people who genuinely care for each other and treat each other with respect. **I will not compromise in regard to consideration of others.**

4. **Accountability:** In order for us to be successful in executing our responsibilities and core competencies, we must exercise accountability in all we do. There are two components of accountability - individual and leader:

a. *Individual Accountability* - All of us, soldier and civilian, are responsible for our own actions. As members of our winning team, I know we want to enjoy success and be recognized for our individual efforts, seeing the positive impact of our daily contributions, while taking immense pride in our organization. With this comes the responsibility that we will not allow our actions to embarrass ourselves, our teammates, or the command.

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b. Leader Accountability - The chain of command is responsible “7 x 24 x 365” for its people because it cares “7 x 24 x 365.” The chain of command owns all that its people do or fail to do. This is not about blame...it’s about caring, demanding leaders who know and want to make positive things happen and who measure their own success by how well their people and units do.

Leaders do not snivel. They are always part of the solution...not part of the problem. The command is not perfect; I expect leaders to recognize the problems and do something about them...in a positive way. In essence every person in the command is a *leader*, accountable to make the right things happen every day.

5. Never forget that "**Soldiering is an affair of the heart.**" As Gen (Ret) Colin Powell said, “You must love your soldiers with all your heart and all your soul and all your mind. You must give nothing less.” That’s the leadership standard in USARAK. Hoooah...

America’s Arctic Warriors!

////Signed////

JAMES J. LOVELACE
Major General, USA
Commanding

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